COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

This instruction implements AFPD 38-2, Manpower. It provides guidance and procedures according to AFI 38-201, Determining Manpower Requirements. This instruction explains how to operate and administer the manpower, quality, and organization system within the Air Intelligence Agency (AIA). It outlines the responsibilities and actions required to properly use the manpower and quality resources allocated by HQ AIA. This instruction and the Air Force Manpower, Organization, and Quality Program applies to all AIA organizations, functional activities, military and civilian authorizations, and individual mobilization augmentees (IMA). It also applies to all AIA organizations and administratively-supported units. This instruction applies to AIA-gained Air National Guard (upon mobilization) and Air Force Reserve units.

Summary of Revisions

This instruction is completely written and should be reviewed in its entirety. This instruction combines ESCR 26-1 and ESCP 26-4 into one instruction. This revision includes specific guidance on preparing manpower actions, revising manpower standards, explaining contract services manpower, and establishing channels for processing MCRs.

Chapter 1

BACKGROUND, GUIDANCE, AND RESPONSIBILITIES

Section 1A—Background and Guidance

1.1. Background. All personnel must meet United States Air Force (USAF) and AIA-mission objectives within mandatory manpower limitations. To ensure positive control and effective use of these limited manpower resources, the United States Air Force established the Manpower Data System (MDS). MDS allows staff elements to economically manage available manpower resources at major agency levels through the use of automated data processing.

1.2. HQ AIA Guidance:

1.2.1. In AIA, apply the most appropriate manpower resource mix (military, civilian, or contract) against validated requirements. When resources are not available to meet all requirements, prioritize needs at the lowest possible level of the agency and apply available resources accordingly.

1.2.2. In workcenters that have only civilians or both military and civilians, HQ USAF/CV issued streamlining guidance for USAF civilian with an Air Force goal to achieve a ratio of 1:14; that is, one supervisor for every 14 workers (military and civilians) by the end of fiscal year 99.

Section 1B—Responsibilities

1.3. HQ AIA Responsibilities:

1.3.1. The Manpower, Organization, and Quality Division (HQ AIA/XPM) is subordinate to the Directorate of Plans and Programs (HQ AIA/XP) which is subordinate to the Commander (HQ AIA/ CC). HQ AIA/XPM controls, allocates, and distributes manpower resources made available by HQ USAF. HQ AIA/XPM also develops and administers AIA's organizational structure and provides staff manpower assistance to all AIA-supported units.

1.3.2. Each directorate and major staff office must comply with the controls and guidelines to initiate or process new programs, projects, system changes, organizational structures, or other actions involving or implying revision of manpower and quality requirements. AIA directorates and major staff offices:

1.3.2.1. Coordinate all pertinent manpower-related communications and directives with HQ AIA/ XPM.

1.3.2.2. Ensure HQ AIA/XPM representatives are invited to manpower-related meetings, discussions, and briefings.

1.3.2.3. Include HQ AIA/XPM on committees and boards set up to research, study, and evaluate new systems, equipment, or force structure.

1.3.2.4. Consider the source of required manpower as part of the study or exercise. Seek to maximize use of existing authorizations, delete less essential functions, or make other internal realignments where possible.

1.3.2.5. Perform temporary duties and short-term projects within available manpower authorizations without change to the unit manpower document (UMD) or organizational structure.

1.3.3. HQ AIA/XPM, upon validation, presents AIA-unfunded manpower requirements for approval and funding priority on the AIA's Unfunded Requirements List (URL) to the Requirements Execution Panel (REP) which consist of manpower representatives. After REP approval, unfunded manpower requirements are briefed to the HQ AIA Corporate Board for approval of initiative, recommended priority, and funding as resources become available. The URL and the REP minutes are posted on the AIA homepage, INTELINK. To ensure timely and accurate validation of unfunded manpower requirements, all requests and initiatives must include detailed justification supporting the requirement for additive manpower. Justification must include workload data of the impacted functional area, both current and projected. The following information is required:

1.3.3.1. Provide detailed tasking reference.

1.3.3.2. Describe the work in tasks or processes that allow for measurement.

1.3.3.3. Frequency of task. How often will task and, or process be accomplished.

1.3.3.4. Per accomplishment time. How much time does it take to accomplish the task and, or process once.

1.3.3.5. Identify proposed category; officer (O), enlisted (E), civilian (C), AFSC, Grade.

1.3.3.6. Provide mission impact statement.

1.3.3.7. Have internal potential trade-offs been considered? Has automation or contract been considered?

Chapter 2

MANPOWER AND ORGANIZATIONS DIVISON, RESOURCES BRANCH (HQ AIA/XRMO)

Section 2A—Programming Manpower for Air Intelligence Agency

2.1. Planning, Programming, and Budgeting System Objectives (PPBS). The Planning, Programming, and Budgeting System (PPBS) provides a comprehensive system to plan and control major programs at the highest level within the Department of Defense (DoD). The PPBS also uses the program element code to control and identify manpower resources. Each year, HQ AIA provides HQ USAF-projected manpower resource data associated with AIA mission activities for inclusion in the HQ USAF Program Objective Memorandum (POM).

2.2. Programming Responsibilities. Subordinate organizations to HQ AIA identifies future requirements as directed by the AIA REP and prepare them in the Program Decision Package (PDP) format based on HQ AIA/XPR directives. The functional OPR prepares a PDP for unfunded manpower requirements. HQ AIA/XPM, the unit and, or center manpower representatives must review all PDPs to determine manpower impact or validate identified manpower requirements.

Section 2B—Organization

2.3. Organizational Configuration of Units. Organize AIA units according to the approved guidelines prescribed in AFI 38-101 and AFI 38-101, AIA Supplement 1 (pending). Attachment 2 contains a template for intelligence squadrons and flights. The following instructions also apply:

2.3.1. HQ AIA/XPM is the approval authority for waivers to the standardized structures.

2.3.2. All requests for reorganizations must include answers to questions specified in AFI 38-101, chapter 5; current and proposed organizational charts showing proposed manning (identify supervisory positions); functional statements; and civilian position descriptions for employees affected. Send requests to HQ AIA/XPM for evaluation and processing.

2.4. Organization Responsibilities:

2.4.1. Office of Primary Responsibility. HQ AIA/XPM is the OPR for all matters on organizational and functional realignments. HQ AIA/XPM:

2.4.1.1. Reviews organizational change requests for benefits gained (economies and efficiencies) in accomplishing the organization's mission. Examples include reduced span of control, layers of supervision, and homogeneous grouping of duties resulting in manpower savings. The HQ AIA/XP may require returning the proposal to the unit or staff functional manager for further data or reconsidering the proposal (depending on HQ AIA/XPM findings during the review stage).

2.4.1.2. Coordinates reorganization requests through appropriate agencies.

2.4.1.3. Determines approval authority. If the Command Section (HQ AIA/CS) approval is required, HQ AIA/XP briefs, upon request, the findings of review of the reorganization and manpower impact, and makes a recommendation for HQ AIA/CS consideration. The functional manager or requester is present during the briefings or has the opportunity to offer views on the findings.

2.4.2. HQ AIA/CS approves:

2.4.2.1. Organizational changes at directorate level or higher.

2.4.2.2. Realignment of functional responsibilities between major staff elements.

2.4.2.3. For any reorganization or realignment of organizational functions, HQ AIA/XPM approves:

2.4.2.3.1. AIA-supported units, detachments, or operating locations.

2.4.2.3.2. Headquarters' division level and below.

2.4.2.3.3. Notifies the originator of the AIA's decision; publish HQ AIA/CS guidance, as appropriate, for staff implementation and use.

2.4.2.3.4. Realigns the UMD when requests are approved.

2.4.2.3.5. Revises organizational structure and functional statements (in the appropriate directives).

2.4.3. Commanders and HQ AIA Directors or Chiefs of Major Staff Offices:

2.4.3.1. Maintain a simplified organization without unnecessary echelons of supervision (for example, an organization is structured to permit rapid decision making), setting up intermediate levels of organization only when there is a definite job to be done, and eliminating organizational levels which exist only to review and retransmit.

2.4.3.2. Eliminate organizational and functional fragmentation (for example, eliminating identical or like work done by two or more activities within the unit).

2.4.3.3. Keep a minimum number of assistant positions (these are not authorized below directorate or center agency level) or deputy positions (not authorized below directorate level).

2.4.3.4. Continuously reviews functions within their area of responsibility for essentiality to mission requirements.

2.4.3.5. Send all proposed changes in functional responsibilities to HQ AIA/XPM, through local manpower offices, for review and approval (no less than 30 days before the requested implementation date). Do not implement changes to AIA organizations and functions until written approval is received from HQ AIA/XPM.

2.4.3.6. Ensure that when a standard structure is not prescribed, changes to the existing organizational structure (proposed by unit commanders and chiefs of major staff offices) have the same required information as in paragraph 3.2.2 and are submitted to HQ AIA/XPM for evaluation and processing.

Section 2C—Survey Program

2.5. AIA Guidance for Conducting Surveys of Air Force Personnel. Policy guidance for the approval and conduct of attitude and opinion surveys within the Air Force is found in AFI 36-2601, Air Force Personnel Survey Program. The objective of this program is to assess attitudes, opinions, and intentions of Air Force military and civilian members, their families, and retired members, using questionnaires, polls, and interviews. In addition, the purpose of the program is to reduce AF personnel exposure to repeated and unwarranted survey solicitations.

2.6. Scope of Program. The Air Force Personnel Center, Operations Center for the AF Personnel Survey Program (HQ AFPC/DPSAS) controls and approves all surveys, attitude and opinion polls, questionnaires, and telephone interviews. What is not included in this program are occupational surveys, internal reporting requirements, surveys of course graduates, official audits, surveys requiring OMB approval, and single-base surveys by installation or unit commanders only on issues under his or her control. To request survey approval and for further guidance, review AFI 36-2601 and contact HQ AFPC/DPSAS. This program requires strict confidentiality of the identity of individual survey respondents.

2.7. General Concepts. Quality in most definitions includes some form of meeting customer needs and expectations. The most obvious and best way to find out what the customer really wants and expects is to ask. Soliciting information from customers is considered conducting a survey. Organizations conduct continuous analysis to assess effectiveness. These assessments are most often obtained through surveys that focus on how resources are used, how well objectives are met, and customer satisfaction, employee satisfaction, and performance. When conducting surveys that do not fall within the criteria described in paragraphs 2.5 and 2.6, consider contacting HQ AIA/XPM for guidance in the planning and developing questions to assist in strategic planning efforts.

Section 2D—Deliberate, Crisis Action, and Exercise Manpower

2.8. Objectives. The objective in Deliberate, Crisis Action, and Exercise manpower is to validate manpower requirements for all deliberate, crisis action, and exercise deployments of AIA resources and to build or update the appropriate Deployment Requirements Manning Document (DRMD) in the Manpower and Personnel, major command (MAJCOM) level, (MANPER-M) system.

2.9. Procedures. Upon notification of requirements requested for deployment, HQ AIA/XPMO validates the manpower authorizations availability from the tasked unit providing the necessary requirements. Upon validation, the requirements are placed into the DRMD for the deployment through the MANPER-M system. Once placed into the DRMD, HQ AIA/DPCC is notified. HQ AIA/DPCC completes the DRMD with personnel information, if available, and flows the DRMD to the tasked unit's military personnel flight (MPF). Deployment data is forwarded monthly to the AF Manpower Readiness Flight (AFMRF).

2.10. Validating and Inputting Unit Type Code (UTC) Changes. HQ AIA/XPMO validates and inputs Unit Type Code (UTC) changes into the Manpower Force (MANFOR) Sizing; MANFOR updates are processed quarterly.

Section 2E—Manpower Data System

2.11. About the System. The Manpower Data System (MDS) is a resource accounting and management information system. The system is designed to provide MAJCOMs' and separate operating agencies' Directors of Manpower, Organization, and Quality a responsive data system to manage and control their manpower resources.

2.12. Reports. HQ AIA/XPM creates reports to provide the Air Force Personnel Center (AFPC), HQ USAF, military personnel flights (MPF), and wing manpower quality offices, all changes made to the Unit Authorization File Parts A, B, and C. File parts' definitions are:

2.12.1. Part A. Active force authorizations.

2.12.2. Part B. Reserve force authorizations.

2.12.3. Part C. IMA authorizations.

2.13. Report Control Symbol (RCS). HAF MPM(AR)7112, Manpower Allocations Report, is created by HQ USAF/HQ AIA/XPM Manpower and Organization and transmits approved adjustments to Agency manpower authorizations.

2.14. RCS: HAF MPM(AR)7115 (Resources Summary Report). The RCS: HAF MPM(AR)7115 is created to provide HQ USAF/HQ AIA/XPM all allocation advisory transactions generated by the MAJCOM to adjust the Agency's manpower authorizations. It provides HQ USAF and HQ AIA/XPM a PEC summary of the agency's MDS resource position.

2.15. Unit Manpower Document (UMD). The UMD is a machine listing showing the authorized manpower resources in detail. Data displayed in this product is sorted and listed by manpower file part; installation or location indicator; organization number, kind, and type; and detachment number, operating location number, functional account code, organization structure code, grade, AFSC, PEC, and position number. The MDS can produce this machine product.

2.16. Authorization Change Notices (ACN). ACNs identify approved changes made to the unit's authorization file by the Agency's manpower office.

2.17. Unit Manpower Documents (UMD) and Inquiries. Requests for UMDs and inquiries are available in HQ AIA/XPMO Bldg 2000, Room 208, or request information using the request form on the HQ AIA/XPMO home page under the Products and Services link. UMDs come in three report formats; the difference is the amount of data displayed by each report. The following are the basic differences:

2.17.1. UMD. PAS data, basic manpower codes and 5 FY quarters.

2.17.2. AUMD. PAS data, basic manpower codes and 22 FY quarters.

2.17.3. EUMD. PAS data, all manpower codes and 22 FY quarters.

2.17.4. Inquiry. Free-flow Manpower and PAS data.

Section 2F—Reserve Force Authentication (Primary--HQ AIA/XPMO/XPMR (IMAs))

2.18. General Information:

2.18.1. Reserve Force Requirements. AIA's Reserve force requirements typically identify the shortage of authorizations in the agency's total force requirement to support the national strategy (Wartime Manpower Planning Exercise or MANREQ). HQ AIA/XPM identifies these shortages by AFSC, number, and grade.

2.18.2. Required Authorizations. HQ AIA/XP initiates action to obtain the required authorizations from HQ USAF (AFI 38-204).

2.18.3. IMA Authorizations. The IMAs authorized by HQ USAF are allocated to headquarters elements and individual units and appear in AIA's UMD File Part C. Reserve units are allocated to head-

quarters elements and individual units and appear in AIA's UMD File Part B. Allocations are made to elements and units, which can justify Reserve force or IMA augmentation based on documented wartime tasking. HQ AIA/XPM allocates resources when received from HQ USAF.

2.18.4. Requirements at Mobilization. The system used for determining Reserve force requirements parallels that used to determine active force requirements but is based on manpower requirements at mobilization.

2.19. Reserve Resources Responsibilities. HQ AIA/XPM and the Assistant for Reserve Affairs (HQ AIA/RE) evaluate requests for IMAs or other Reserve force resources as required. If approved, HQ AIA/XPM makes appropriate adjustments to existing resources. Submit changes or deletions to current authorizations by letter or message to HQ AIA/XPM; HQ AIA/XPM coordinates approval with HQ AIA/RE, HQ AFRES, and functional managers as appropriate. Format and submit Reserve Unit MCRs in the same way as MCRs for Active Duty organizations. IMA authorization changes are made according to the guidance outlined in AFI 38-204, chapter 3, paragraph 3.4.3, "When the organization, grade, or AFSC of an existing IMA authorization changes, delete the existing authorization and request validation of a new IMA position following the guidelines and restrictions contained in this instruction."

Chapter 3

MANPOWER AND ORGANIZATION, REQUIREMENTS BRANCH (HQ AIA/XPMR)

Section 3A—Management Engineering Program (MEP)

3.1. Objectives. AFI 38-201, *Determining Manpower Requirements*, is the prescribing instruction for the Management Engineering Program (MEP). The MEP's objective is to quantify and defend manpower requirements and improve the distribution and use of manpower resources. These objectives are achieved by developing and maintaining manpower determinants using the United States Air Force functional review process and conducting management advisory studies (MAS) to solve management problems.

3.2. Procedures. AFI 38-201 and AFMAN 38-208 contain detailed procedures for conducting management engineering, manpower studies, and MASs.

3.2.1. Manpower Standards:

3.2.1.1. Introduction. AFMAN 38-208 governs the development of manpower standards. Manpower standards used by this Agency, are either United States Air Force manpower standards developed for United States Air Force-wide use or AIA manpower standards developed by HQ AIA/XPM for AIA units only. Every effort is made to use USAF standards; the long-term goal is to have all AIA authorizations covered by either USAF or AIA standards.

3.2.1.2. Standards Application. HQ AIA/XPM initially applies manpower standards and reapplies them as required by changes in mission or significant base population changes (less than 100 authorizations). Manpower standards may be reapplied more frequently as established by the FOA Chief of Manpower, Quality, and Organization.

3.2.1.2.1. HQ AIA/XPM, with the functional OPR, reviews the standards to make sure mission, workload, process-oriented description, or organizational changes have not invalidated the standards. During the review, workload-factor data for the previous 12 months will be verified.

3.2.1.2.2. HQ AIA/XPM funds increases in requirements through realignment of identified overages and add shortfalls to AIA's unfunded requirements list (see paragraph 1.4.3.).

3.2.2. Management Advisory Studies (MAS) and Staff Assistance Visits (SAVs). The MASs and SAVs are conducted to assist managers in achieving mission objectives through increased effectiveness and efficiency. Any commander, functional manager, or supervisor may request management advisory assistance.

3.2.2.1. Send requests to HQ AIA/XPM. Depending upon the availability of resources and complexity of the study, each MAS request is considered for entry on the MEP schedule.

3.2.2.2. The requester is the final decision authority on implementing any or all recommendations.

3.2.2.3. On implementation of recommendations, normally any savings generated can be reinvested by the requester.

3.2.2.4. A client-consultant relationship is maintained for all management advisory services. Data gathered and recommendations made are privileged information; release of any information is done only with the client's concurrence.

Section 3B—Circular A-76, Commercial Activities

3.3. Objectives. The prescribing instruction for the Circular A-76, Commercial Activities (CA) Program (A-76) is AFI 38-203. The A-76's objective is to ensure the Air Force relies on the private sector for goods and services to achieve economy and enhance productivity on commercial activities. These objectives are achieved through competition between the federal government and private industry, when no valid reason exists for in-house performance.

3.4. Procedures. Detailed procedures for conducting an A-76 study are in AFI 38-203. These instructions also apply. HQ AIA/XPM:

3.4.1. Is responsible for overseeing all AIA CA studies.

3.4.2. Develops, coordinates, and schedules AIA, Defense Intelligence Agency (DIA), National Security Agency (NSA), and HQ USAF-directed studies.

3.4.3. Conducts HQ AIA-level studies and provides technical assistance to all other AIA studies.

Section 3C—Contract Services Manpower

3.5. Manpower's Role. Air Force workloads are performed using three types of resources: military, in-service civilians, and contract services. Manpower's role in contract management is to make sure services purchased by contract do not duplicate internal Air Force manpower resources. The Chief of Manpower, Organization, and Quality Division monitors, controls, and reports contract services data according to procedures outlined in AFI 38-201.

3.6. Contract Services Procedures. AIA Form 151, **Request for Contract Services Manpower**, is no longer required to be part of any contract requests and Advisory and Assistance Services (A and AS) Determination Decision Documents (DDD) packages submitted to HQ AIA/XPM. AIA Form 151 is still used to capture Contract Manpower Equivalents (CME) associated with any contract. To request approval of contract services manpower, the requiring activity (RA) submits required documentation through the unit manpower representative (UMR). The criteria for computing and, or assessing CMEs is outlined in AFI 38-201, paragraph 5.2.2. The UMR reviews all CME documentation for duplication of resources, Air Force standards application, and maintains and verifies appropriate manpower. Once contract documentation is verified and approved, all required documents are returned to the OPR for submission to the servicing Financial Management Office. The UMR submits an MCR to HQ AIA/XPM upon receipt of approved contract documentation. The MCR is required for documenting CMEs in the Manpower Data System.

3.7. Manpower Responsibilities:

3.7.1. A and AS/DDD Activities. HQ AIA/XPM is the AIA focal point for A&AS/DDD activities. The prescribing directive for Advisory and Assistance Services is AFPD 63-4, Contracted Assistance Advisory Services.

3.7.2. Coding CMEs. HQ AIA/XPM only codes CMEs by using an MCR which exceed or equal 2,080 hours man-year equivalent (1 man-year) for contracts and 1,764 hours man-year equivalent (1 man-year) for A&AS/DDD into the Unit Authorization File (UAF) for reporting and budgeting.

3.7.3. Unit Manpower Offices (UMO). UMOs review all requests for service contracts (AF Form 9, Request for Purchase; AF Form 15, United States Air Force Invoice; Communications-Computer Systems Requirements Documents; and delivery orders to include Simplified Acquisition of Base Engineering Requirements (SABER) to determine the impact on in-service manpower requirements and to compute CMEs or adjust previously computed CMEs. Reviews and validates CMEs for duplication of resources, Air Force standards application and maintains copies of all forms (e.g., contract, task and, or delivery orders, etc.). Regardless of dollar amount, forwards MCRs to HQ AIA/HQ AIA/XPM for input into the Manpower Data System (MDS). Gives requests for contract services a high priority to ensure timely processing of all documentation, to include MCRs. Ample lead-time is extremely important because processing could take from 90 to 195 days depending on the magnitude and complexity of the contract.

3.7.4. Preparing Documentation. Requiring activity prepares documentation required by the requiring activity's manpower office to meet the manpower certification process and documentation of CMEs. The requiring activity's manpower office is the activity that is accountable for keeping all CME documentation on file, see paragraph 3.7.3. (HQ AIA/XPM no longer requires AIA Form 151 to document CMEs on the Manpower Data System. The Requiring Activity's Manpower Office can continue to use AFIA Form 15, is so desired. For HQ AIA/XPM's requirements in the management and submission of A&AS/DDD, see paragraph 3.7.2.

3.7.5. Contracting Responsibilities. Contracting reviews purchase requests for contract services, as established by their guidelines. Work to release a solicitation cannot begin until the acquisition package is considered acceptable and submitted.

Section 3D—Manpower Change Requests (MCRs)

3.8. AIA Guidance for Manpower Change Requests (MCRs):

3.8.1. Submission. HQ AIA staff offices submit their MCRs directly to HQ AIA/XPM. Subordinate field units submit requests through their appropriate agency chain-of-command (squadron, group, wing, or center) and manpower representative. If access is available, submit requests for manpower changes by using the Manpower Data System (MDS). Specific MCR submission procedures for MDS are outlined in attachment 3. Contact HQ AIA/XPMO or HQ AIA/XPMR if more detailed clarification and, or guidance is required on how to create an MCR project within MDS. If MDS access is not available, submit a letter or electronic message (sample at attachment 4) which provides the following information: PAS codes, OSC, PIN, AFSC, grade, type of action (change, deletion, and, or addition), and a complete explanation and, or justification why the action should be taken.

3.8.2. Coordination. Precoordination of MCR actions with appropriate functional managers accelerates the coordination process prior to submitting request to HQ AIA/XPM for processing. If coordination is completed, include a statement in the MCR identifying name, date, and office of individual with whom it was coordinated.

3.8.3. Adjustment. According to guidance from HQ AIA/DP, immediately adding increases in authorizations does not create special difficulty in manning requirements. However, increasing an

authorization immediately or with current plus two as a consideration will not change the manning timeline used in filling newly established billets (normally 120 days).

3.8.4. Reorganization and Test Proposal. Implement a reorganization or test proposal only after receiving HQ AIA/XPMO approval. To ensure compliance with Air Staff and AIA policies include, with the MCR, current and proposed organizational charts, current and proposed mission and, or functional statements, and the answers to the questions in AFI 38-101, chapter 5.

3.8.5. Standards and Guides. Use current manpower standards as guides when developing MCR packages. For tracking purposes, positions established under standard and USSID 3000 (Annexes A and B) reflect the Functional Account Code (FAC) which they were earned, even if the position is realigned to another work center.

3.8.6. Encumbered Position. Exhibit extreme caution when submitting an action request that impacts an encumbered civilian position. Aside from directed reductions or mission realignments, actions that results in an increase to AIA's civilian surplus list will not be favorably considered. If requesting an AFSC or occupational series change, ensure that the effective date of the change does not adversely impact the individual currently filling the position. If a military position is encumbered and an AFSC conversion and, or realignment results in the need for a time-on-station waiver, curtailment of overseas tour, or a multiple move within the same fiscal year; HQ AIA/XP makes the final MCR approval.

3.8.7. "Add" Action. Prior to submitting requests to apply identified savings to offset an "add" (new requirement) action, the requesting commander or director must first consider using these available resources to fund existing unfunded and prioritized requirements. Include a statement in the MCR, if there are currently no unfunded authorizations with a higher priority than the proposed addition.

3.9. Types of MCR Actions Approved at the HQ AIA Level. MCR action at HQ AIA level includes:

3.9.1. Renaming or Adding to an Organization. Actions that rename or add OSCs and, or FASs to an existing organization. References include: AFI 38-101, Air Force Organization, chapter 3, AFMAN 37-127, Air Force Standard Office Symbols, and Air Force Address Dictionary (http://afdir.hq.af.mil/afdir/fas.cfm).

3.9.2. Creating Supervisory Levels. Actions that create additional supervisory levels (e.g., adds 326--supervisor or 063--chief code). References include: AFI 38-101, *Air Force Organization*, chapter 1.

3.9.3. USSID 4000 Billets. Actions that involve USSID 4000 billets (PECs 35804/5) or Special Programs (PECs 31004/9).

3.9.4. Expenditure of Resources. Actions that require expenditure of resources (i.e., billet or grade), to include extending the funding of positions projected for deletion.

NOTE:

For requesting organization, look for offsets internally before requesting additional authorizations. Include a statement on MCR that all of the requesting organization's currently funded positions are of higher priority than what is being requested, therefore, an offset cannot be identified. Reference includes AFI 38-204, Programming USAF Manpower.

3.9.5. Adjustment to PEC. An adjustment requiring change in the total by PEC. References include AFI 38-204, *Programming USAF Manpower*, paragraph 1.4. References include AFI 11-series, Flying Operations; AFI 38-201, *Determining Manpower Requirements*, (update anticipated FQ 991 to include nonrated flyers).

3.9.6. Colonel Positions. Actions involving a colonel position (requires AIA/CC and AF/HQ AIA/XPM approval). References include: AFI 38-201, *Determining Manpower Requirements*, chapter 3.

3.9.7. Positions. Actions involve rated and, nonrated positions.

Advanced Academic Degrees. Actions adding or changing advanced academic degrees (AADs). References include: AFI 38-201, *Determining Manpower Requirements*, chapter 7.

3.9.8. Wartime Impact. A wartime-impacted action (i.e. actions that adversely impact a unit's ability to fulfill its wartime manpower requirements).

3.10. Types of MCR Actions Approved by Units Reporting Directly to HQ AIA. MCR actions at units reporting directly to HQ AIA include:

3.10.1. Balanced Action. An action that does not result in an increase and, or decrease of resources (grades and, or number of authorizations), or that changes manpower category (officer, enlisted, civilian) or program element code (PEC) (e.g., 31011, 28019, 31310, etc.). Adjustment can be either within a single PAS code or between different PASs.

3.10.2. AFSC Change. Action is considered balanced if the grade level remains unchanged. A statement to the effect that the functional managers and HQ AIA/DP are aware of the proposed change should be included in MCR.

3.11. Billet Saving Initiatives:

3.11.1. Unit Initiative. Savings resulting from a unit initiative can be reserved for reinvestment by the initiating activity (at the discretion of the FOA or DRU commander).

3.11.2. Programmatic Change. A programmatic change directed by HQ AIA, NSA, or HQ USAF that generates savings at a unit will not be treated as a unit initiative. This type of savings is applied to offset agency priority unfunded requirements.

3.11.3. Relocation of Manpower. Settlement of any dispute regarding the reallocation of manpower savings will be the sole responsibility of the HQ AIA/XP.

Section 3E—Rated and Nonrated Aircrew Member Requirements

3.12. Objectives. The prescribing directives for the Rated and Nonrated Aircrew Member Program are AFI 38-201, **Determining Manpower Requirements**, chapter 8; AFI 11-401, **Flight Management**; AFI 11-402, *Aviation and Parachutist Service; Aeronautical Ratings and Badges*; and AFI 11-412, *Aircrew Management*. The objective of the AIA Rated and Nonrated Aircrew Member Requirement Program's is to validate, account for, and administer new and existing aircrew member manpower resources under Air Force-directed aircrew member position validations, reviews, and strength ceilings.

3.12.1. Annual Review of AIA Aircrew Positions. HQ AIA/XPMR validates, justifies, and documents all AIA aircrew positions annually as prescribed by referenced instruction to HQ USAF/XOOT. HQ AIA/XPMR provides the date when the annual review is completed.

3.12.2. Rated Specialty. In place of using a rated specialty, consider using other operational specialties (e.g., 14NX) or Operations Staff Officer, 16GX, for staff positions requiring broad operational experience.

3.13. New Rated Requirements or Changes to Existing Authorizations:

3.13.1. Using AF Form 480 for New Rated Requirements and Changes to Exiting Authorizations. MCRs requesting a new rated requirement or change to an existing authorization must include an AF Form 480, Rated AFSC Justification. The AF Form 480 must provide detailed justification that validates the request. (AFI 38-201, attachment 7 provides instruction for completing a AF Form 480.) HQ AIA/XPM forwards the AF Form 480 to HQ USAF/XOOT for review and approval or disapproval. No MCR action can occur until HQ USAF/XOOT notifies HQ AIA/XPM of their decision.

3.13.2. How to Submit AF Form 480. AF Forms 480 must be submitted in electronic format to your servicing AIA manpower representative. Submit unclassified AF Forms 480 via unclassified e-mail and classified forms via classified e-mail or mail on diskette.

3.13.3. Offsetting Rating Requirement. An offsetting rating requirement must be provided to be an acceptable trade off it must be a like authorization (pilot for pilot, active flyer for active, etcetera). AIA is limited to no growth in the number of rated authorizations in the agency inventory.

3.14. New Nonrated Aircrew Requirements or Changes to an Existing Position:

3.14.1. Using AF Form 480 for New Nonrated Requirements and Changes to Ex isting Authorizations. MCRs requesting a new nonrated aircrew staff requirement or any change to an existing position must also include an electronic AF Form 480. The justification must clearly identify if the position will be used for operational support flying or an active flying requirement. HQ AIA/XPM forwards the AF Form 480 to the Training Center (HQ USAF/XOOT) for review and approval or disapproval. No MCR action can occur until HQ USAF/XOOT notifies HQ AIA/XPM of their decision. Provide validation by answering the following questions:

  3.14.1.1. What is the work center description?

  3.14.1.2. What is the position description?

  3.14.1.3. Why are personnel with aircrew experience required?

  3.14.1.4. Will there be active flying?

  3.14.1.5. Is there supporting documentation or a directive to support requirement?

3.14.2. Nonstaff Nonrated Aircrew Requirement. Nonrated MCRs requesting a new nonstaff nonrated aircrew requirement or change to an existing position do not require AF Forms 480, but still require the detailed justification use for nonrated staff requirements. Submit justification on a AF Form 480 or format of user's choice. HQ AIA/XPM forwards the documentation to HQ USAF/ XOOT for review and approval and, or disapproval. MCR actions can not occur until HQ USAF/ XOOT notifies HQ AIA/XPM of their decision.

3.14.3. The aircrew requirement for nonrated authorizations must be validated:

  3.14.3.1. During HQ USAF/XOOT and HQ AIA/XPM directed reviews.

3.14.3.2. For MCR actions that change the process oriented or position description and the following UMD line items: PAS, OSC, FAC, AFSC, SEI, Grade, or PEC.

Section 3F—Military Advanced Academic Degree (AAD) Requirements

3.15. AIA Guidance for AADs. Policy guidance for reviewing and developing AAD positions is in AFI 38-201.

3.16. Developing and Reviewing AAD Positions. Responsibilities for developing and reviewing AAD positions are outlined in AFI 38-201, chapter 7.

Chapter 4

CIVILIAN MANPOWER

Section 4A—Civilian Resources (PRIMARY--HQ AIA/XPMR AND HQ AIA/DPC)

4.1. AIA Guidance for Civilian Resources. For policy guidance for using civilian resources available to the Air Force, see AFI 38-201. It is mandatory that manpower, financial management, civilian personnel, and operating officials at all levels work closely to effectively monitor and control civilian resources. The Civilian Employment Cost Management Committee (CECMC) is made up of the Directorate of Personnel (HQ AIA/DP), Civilian Personnel Office (HQ AIA/DPC), Financial Management Office (HQ AIA/FM), FMB, HQ AIA/XP, and HQ AIA/XPM. The CECMC meets quarterly or on an as needed basis.

4.2. Civilian Position-Management Program (AFPD 36-5). The Civilian Personnel Resource Management Directive designates HQ AIA/XPM as an office of collateral responsibility with HQ AIA/DPC for position management.

4.3. Reviewing Position Descriptions. AIA Manpower Offices reviews position descriptions (PD) affecting subordinate civilian assets. Activities ensure accurate duties and responsibilities are documented in the PD and for the PDs to remain consistent with guidelines provided in AFI 38-201, Determining Manpower Requirements, chapter 5.

  4.3.1. Reviewing Position Descriptions. Issues and questions that must be reviewed and, or considered when a PD is being reviewed: (NOTE: These steps are not all inclusive and the guidelines provided in the above mentioned AFI should also be considered).

  4.3.1.1. Read the job description. Separate the duties into work categories. Organize the work categories into an outline of the job so it is easy to compare with other documents.

  4.3.1.2. Compare the duties in the job description to the mission statement for the individual workcenter and organization.

  4.3.1.3. Do the duties belong to that organization? In that workcenter?

  4.3.1.4. Compare the duties in the job description to other job descriptions in the organization that do similar work. Call the classifier for your organization for the extra job descriptions, if you do not have them.

  4.3.1.5. Read and, or prepare the other job descriptions in the same manner you did the one under review.

  4.3.1.6. Is the work performed in another location, or by other employees within the same area?

  4.3.1.7. If so, is the duplication or fragmentation of work appropriate and, or supportable? Why and, or why not?

  4.3.1.8. If the job description includes supervision, is a supervisor appropriate for the workcenter? What is the current span of control? Ensure appropriate supervisory ratios are established.

  4.3.1.9. Is the current AFSC appropriate for the work described? Does it need to be changed?

4.3.1.10. If this job description is established, what will be the impact on the mission, other people performing similar work? Is the billet encumbered?

4.3.1.11. Verify to ensure PD is against a funded authorization. Enter authorization: Personnel Accounting System (PAS), organization structure code (OSC), position number (PIN), Functional Account Code (FAC), Program Element Code (PEC) and Air Force specialty code (AFSC) is block 36 of the SF 52.

4.3.1.12. Prepare and forward MCRs to HQ AIA/XPM for review and include a copy of impacted PDs (old and new). NOTE: Continue to submit PDs (old and new) and associated SF 52 to HQ AIA/DPC, HQ AIA/XPM reviews and forwards the MCR to HQ AIA/DPC for their coordination.

Section 4B—Responsibilities

4.4. Civilian Resources Responsibilities:

4.4.1. AIA directorates, major staff offices, and unit commanders:

4.4.1.1. Ensure that civilian resources are used to satisfy only manpower requirements specified by AFSC, functional area, and an OSC in the UMD. Exceptions are those temporary civilians covered in paragraph 4.3.1.

4.4.1.2. Submit requests for all civilian overhires to Civilian Personnel Office (HQ AIA/DPC). Submit separate requests for each function requiring overhires. Each request includes the number and length of time each overhire is required, a statement indicating if funds are available from unit resources, and a complete justification for overhire (for example, specific workload driving the requirement, why existing resources cannot meet the tasking, and if overtime can be used to meet the tasking).

4.4.1.3. Coordinate with HQ AIA/XPM before initiating a fill action on positions with AFSCs on either the critical military skills list or are on the Overseas Imbalanced AFSCs Listing.

4.4.1.4. Provide a statement on submitted MCR actions which either states that the requested action does or does not negatively impact the incumbent associated with identified action.

4.4.2. HQ AIA/XPM and unit and, or center manpower representatives:

4.4.2.1. Recommend approval or disapproval of civilian-overhire requests to the CECMC.

4.4.2.2. Participate in the position Management Review Program to review and evaluate position structures and supervisor's planning arrangements of work among both civilian and military positions (see AFI 36-502).

4.4.2.2.1. Review all new or changed civilian position descriptions for duplication of responsibilities and correlation of functional with stated responsibilities prior to classification and fill action.

4.4.2.2.2. Ensure civilian technical director, advisory, and assistant positions are not authorized below agency or center directorate-level.

4.4.2.3. Review all requests for, and approve or disapprove, supervisory positions according to HQ USAF guidance, see paragraph 1.4.2.

4.4.2.4. Provide HQ AIA/DPC a list of AFSCs that are either critical military skills or are on the Overseas Imbalanced AFSCs Listing.

4.4.3. HQ AIA/FM (Directorate of Financial Management and Comptroller):

4.4.3.1. Budgets civilian pay funds according to annual SAF/FMB (Secretary of the Air Force, Financial Management Budget "call" letters.

4.4.3.2. Reports civilian man-year and associated costs to the Secretary of the Air Force.

4.4.3.3. Coordinates on MCRs that increase or decrease civilian-funded authorizations in the current or next 2 fiscal years.

4.4.4. HQ AIA/DPC:

4.4.4.1. Provides information required by HQ AIA/XPM on civilian on-board strengths and man-year utilizations.

4.4.4.2. Coordinates with HQ AIA/XPM before initiating a fill action on positions with AFSCs on either the critical military skills list or are on the Overseas Imbalanced AFSCs Listing.

4.4.4.3. Ensures HQ AIA/XPM coordinates on all upgrade requests for new or revised positions before classification and fill actions.

4.4.4.4. Ensures supervisory positions are established according to current HQ USAF guidance (see paragraph 1.4.2.).

4.4.4.5. Coordinates with HQ AIA/XPM before initiating fill actions on civilian positions that are encumbered or result in an increase to AIA's surplus list.

STEPHEN F. O'MALLEY
Acting Director of Plans and Requirements

Attachment 1

GLOSSARY OF REFERENCES, ABBREVIATIONS AND ACRONYMS, AND TERMS

References

AFI 36-2601, *Air Force Personnel Survey Program*

AFPD 36-5, *Civilian Position-Management Program*

AFI 36-502, *Managing Civilian Personnel Resources*

AFI 38-101, *Air Force Organization*

AFI 38-201, *Determining Manpower Requirements*

AFI 38-203, *Circular A-76, Commercial Activities (CA) Program (A-76)*

AFI 38-204, *Programming USAF Manpower*

AFMAN 37-127, *Air Force Standard Office Symbols*

AFMAN 38-208, *Air Force Management Engineering Program (MEP) Processes*

AFPD 63-4, *Contracted Assistance and Advisory Services*

AFI 63-401, *Contracted Assistance and Advisory Services*

Abbreviations and Acronyms

A-76 CA—A-76 Commercial Activities Program

AAD—Advanced Academic Degree

ACN—Authorization Change Notice

A&AS—Advisory and Assistance Services

AFSC—Air Force Specialty Code

AIA—Air Intelligence Agency

AFMRF—AF Manpower Readiness Flight

AFRES—Air Force Reserve

CEMC—Civilian Employment Cost Management Committee

CME—Civilian Manpower Equivalent

DDD—Determination Decision Documents

DRMD—Deployment Requirements Manning Document

FAC—Functional Account Code

IMA—Individual Mobilization Augmentees

MANPER-M--Manpower and Personnel, MAJOM level system

MCR—Manpower Change Request

MAS—Management Advisory Studies

MDS—Manpower Data System

MEP—Management Engineering Program

OSC—Organizational Structure Code

PAS—Personnel Accounting Symbol

PDP—Program Decision Package

PEC—Program Element Code

POM—Program Objective Memorandum

PPBS—Planning, Programming, and Budgeting System

RA—Requiring Activity

REP—Requirements Execution Panel

SABER—Simplified Acquisition of Base Engineering Requirements

SAV—Staff Assistance Visits

UAF—Unit Authorization File

UMD—Unit Manpower Document

UMR—Unit Manpower Representative

UPMR—Unit Personnel Management Roster

URL—Unfunded Requirements List

UTC—Unit Type Code

Terms

Allocation—Manpower increments of a definite quantity, either plus or minus changes, to the Agency's net worth.

Manpower Data System (MDS)—An Air Force standard data-management system which uses modern ADP equipment to efficiently and effectively manage manpower resources.

Functional Account Code (FAC)—Identifies homogeneous groupings of like tasks. The FAC and title identify the functional area in which a manpower authorization is categorized.

Funded Requirements—Identify manpower required to perform workloads or missions that have been validated, approved, and allocated on the UMD.

Individual Mobilization Augmentee (IMA)—A ready Reserve member assigned to a regular Air Force element against an IMA authorization to support the period immediately following a declaration of war or national emergency or to respond to any situation that the national security requires (AFI 38-205).

Manpower Authorization—A funded manpower requirement.

Manpower Requirements—A statement of the manpower needed to perform a specified workload.

Man-Year—The equivalent of one employee being in pay status for the number of compensable hours in

a fiscal year (FY). A man-year may consist of 2080, 2088, or 2096 compensable hours, depending upon the number of compensable days for that particular FY. Man-year equivalents may also vary in foreign countries and in various functions depending upon duty schedules.

Organization Structure Code (OSC)—Identifies the internal organizational structure of a specific unit.

Overhire—Any civilian position approved above UMD authorizations by AFSC and functional code. Overhires are normally approved to perform short-length, seasonal, unexpected, or emergency workloads not to exceed 180 days.

Program Decision Package (PDP)—Describes a program in terms of capabilities and total resources (dollars and manpower) required to accomplish a specific task or mission. The PDP is a decision document used by Air Force leadership to decide among competing programs for limited resources.

Program Element Code (PEC)—The basic building block of SYDP. Resources (manpower and dollars) are related to a mission capability or activity and are contained within a PEC.

Total Force—The entity composed of US active duty, US Reserve, and allied forces working together to better strengthen deterrence and mutual security (AFM 1-1).

Unfunded Manpower Requirements—Validated manpower requirements to perform workloads or mission which have no funding allocated to them.

Unit Authorization File (UAF)—A data file containing the detailed manpower authorization information for every unit in the Agency. The UAF is in four parts:

File Part A--Active force authorizations.

File Part B--Reserve force authorizations.

File Part C--IMA authorizations.

Unit Manpower Document (UMD)—A listing of the data in the UAF. The listing is sequenced by file part, base, unit, and organizational structure within the unit.

Unit Personnel Management Roster (UPMR)—A machine listing that show a unit's authorized military manpower (jobs) and assigned military personnel (people). This document is prepared by the base-level data services activity and distributed by the CBPO.
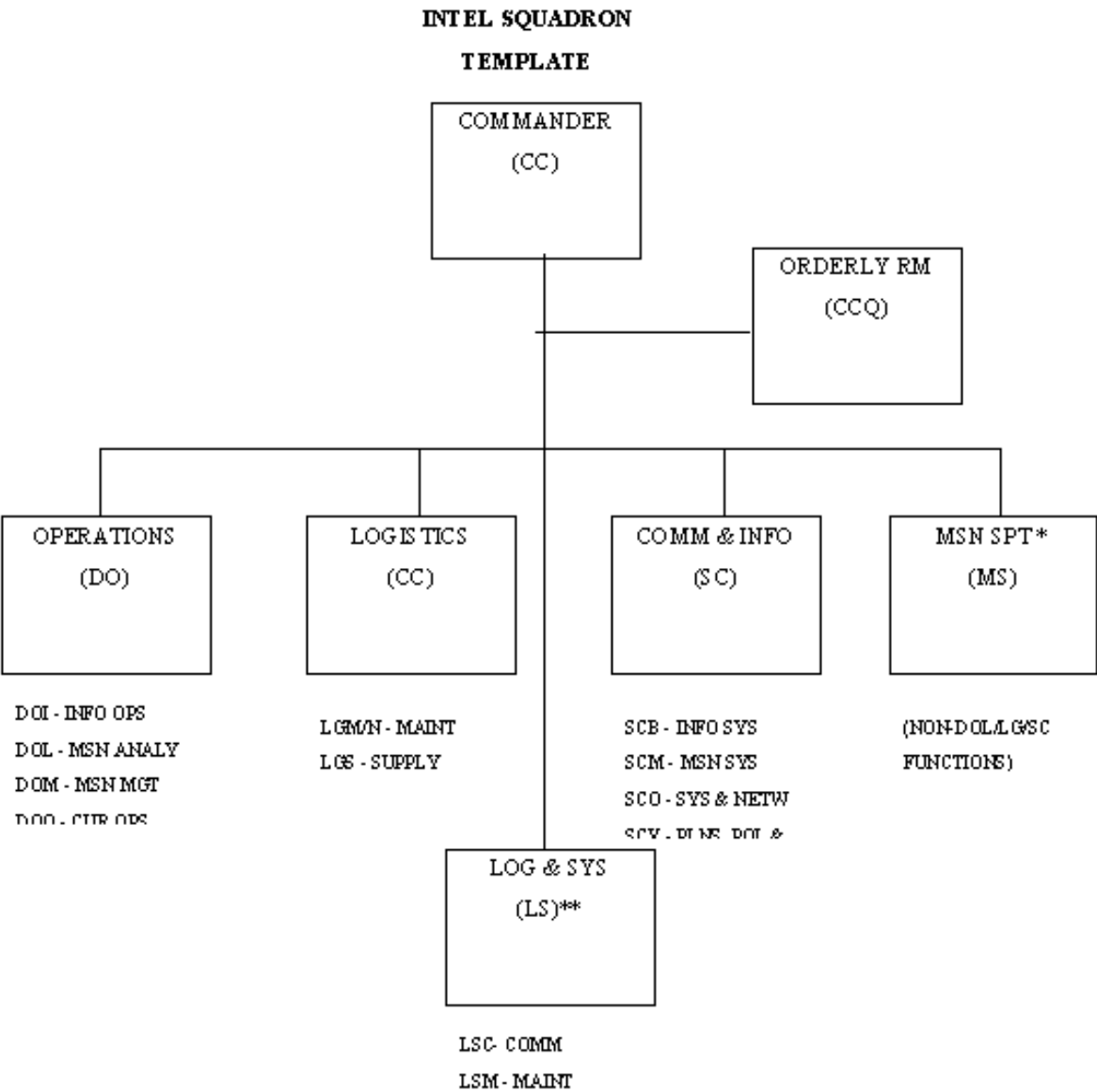
Workload—The units of work performed during a specific time period.

Attachment 2

INTELLIGENCE SQUADRON TEMPLATE

A2.1. Purpose. This organization template for the Intelligence squadron and flights.

Figure A2.1.   Intel Squadron Template.

INTEL SQUADRON TEMPLATE

COMMANDER (CC)

ORDERLY RM (CCQ)

OPERATIONS (DO)
- DOI - INFO OPS
- DOL - MSN ANALY
- DOM - MSN MGT
- DOO - CUR OPS

LOGISTICS (CC)
- LGM/N - MAINT
- LGS - SUPPLY

COMM & INFO (SC)
- SCB - INFO SYS
- SCM - MSN SYS
- SCO - SYS & NETW
- SCV - PLNS POL &

MSN SPT* (MS)
- (NON-DOL/LG/SC FUNCTIONS)

LOG & SYS (LS)**
- LSC - COMM
- LSM - MAINT

*OPTIONAL
**APPROVAL ON CASE-BY-CASE BASIS

Attachment 3

MANPOWER DATA SYSTEM (MDS) MCR SUBMISSION PROCEDURES

A3.1. Purpose. This attachment will explain the Manpower Data System (MDS) MCR submission procedures.

A3.2. Unit MCR Number. The project point of contact establishes a Unit MCR Number for each MDS project submitted. This number is a mandatory entry on the project, and is used to track the request from submission to completion. Correct format is the UNIT (space) YR-XXX, (example: NAIC 98-001). Unit actions are assigned an XPMR number for cross-referencing purposes (example: XRR 98-004). For in-house management actions, only the XPMR-generated number is used.

A3.3. Building MDS Projects. When building MDS projects that impact funded manpower resources, ensure both the "Authorization" and "Peacetime" PLI are affected by the change and, or adjustment action. For unfunded actions, only affect the "Peacetime" PLI.

A3.4. Rationale. Use the "Rationale" area provided to fully justify the requested manpower action. If required, e-mail, fax, or provide a hard copy to HQ AIA/XPMR of any supporting justification and, or documentation needed to further support the request.

A3.5. Establishing a New Organization Structure Code. If the submitter wants to build an MDS project that requires the establishment of new OSC or FAC data elements, notify HQ AIA/XPMO in advance, in order for these new data elements to be added to MDS. Units must submit a formal request (e-mail and, or hard copy, etcetera) to HQ AIA/XPMO for these additions. Once the additions are established in MDS, create and submit the project for further processing.

A3.6. Action for Processing. Ensure there are no errors in the project before forwarding any action. If a "CHGERR" notification appears on any PLI line item, the project POC is the individual responsible for resolving the discrepancy.

A3.7. The Completed Project. After the project POC has finished building the project, "Read, Write" privileges are only granted to User ID "KLQF1038" titled "User". This is an MCR repository and is reviewed on a daily basis by the Branch Chief (HQ AIA/XPMR). The specific action officer for the project is assigned after this review, and his or her name is added as one of the POCs for the project. After the HQ AIA/XPMR POC is assigned, the submitting organizations "Read, Write" privileges are changed to "Read" only. Should any changes and, or corrections need to be accomplished by the submitting organization, the HQ AIA/XPMR POC reinstates the "Read, Write" privileges.

Attachment 4

SAMPLE MANPOWER CHANGE REQUEST

A4.1. Purpose. This letter is an example to explain the way to submit Manpower Change Requests by letter or electronic message.

A4.2. Figure A4.1. Sample Manpower Change Request.

Sample of Manpower Change Request (MCR)

(Fax, E-mail, Hardcopy)

MEMORANDUM FOR HQ AIA/XRM

2 Hall Blvd STE 208

San Antonio, TX 78243-7010

FROM: 67 IW/MQ

467 Moore St

San Antonio, TX 78243-7135

SUBJECT: Manpower Change Request, 67 IW 98-15 (Submitters internal control number, requested but not required for XRM use).

This manpower action is establishing the Information Operations training function. Please update the unit's manpower database to reflect the following changes: (A PAS code needs to be provided to ensure that we (submitter and XRM) have selected the correct position number (PIN) and that a typographical error did not occur.).

UNIT	PAS	OSC	PIN #	FAC	AFSC	GRD	EFF	TRU	ACTION	
381S	FFFO	FTO	0012345	3510GD	014N3	CPT	982	999	D-1	NOTE 1
381S	FFFO	IO	0012345	3510IO	014N3	MAJ	982	999	A-1	NOTE 2
38IS	FFFO	FTO	0098765	3515PA	014N3	MAJ	982	999	D-1	NOTE 3
38IS	FFFO	IO	NEW	3510IO	062E3A	CPT	991	999	A-1	

NOTE 1: Any realignment of existing authorizations can be accomplished during the current or future fiscal quarter.

NOTE 2: A TRU date of 999 indicates an all-year manpower requirement.

NOTE 3: According to AFI 38-204, paragraph 1.8.2., Military Manpower Increases. "Do not effect military manpower authorizations in the current or two succeeding fiscal quarters unless Agency personnel activities confirm that short leadtimes will not negatively impact personnel." This action deletes a 014N3

authorization and adds a 062E3A authorization to the unit. Note: In the manpower and personnel community, an AF-directed AFSC conversion usually occurs during the merger or deletion of a career field.

2. JUSTIFICATION: Provide training for the operators at the Information Operations Detachments. (Detailed justification needs to be provided. Even though the action may be a "zero-balance" action, meaning there is no "cost" to the UAF (Unit Authorization File), realigning billets and, or grades from one PAS to another provides a "cost" to the affected units. All impacted organizations and, or offices coordinate on the requested action. This coordination can be either on the requested action, or external to the manpower change request (MCR). If coordination is not provided, a statement that the coordination has occurred must be provided as a separate paragraph in the MCR.

3. POC for this action is TSgt Wood, 6-3664. (Submitter's POC for the requested action.)

JOHNNY D. HALL, SMSgt, USAF

Supt, Manpower, Quality, and Organization

(Approving Official or designated rep)

(If action affects HQ AIA, should have 2-Ltr signature/initials)

Attachment

67 SPTS/CC Ltr, 15 Jan 98

(Any necessary supporting documentation)